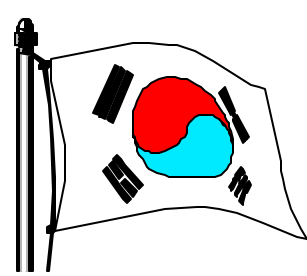
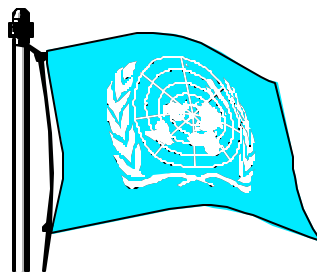
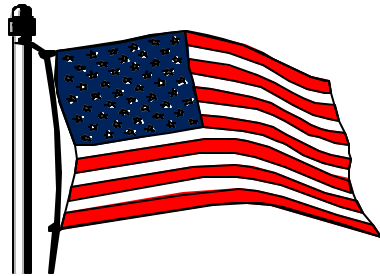


# ***AIR FORCE ELEMENT, YONGSAN, KOREA***

*"Expect Nothing Less Than Our Best...You Deserve It!"*



## ***BLUESUITER'S DIGEST***



***"HAPPY 54<sup>th</sup> Birthday... AIR FORCE"***



***One Team, One Force, One Family...One Great Air Force!***

***NEWSLETTER 01-09***

***1 September 2001***

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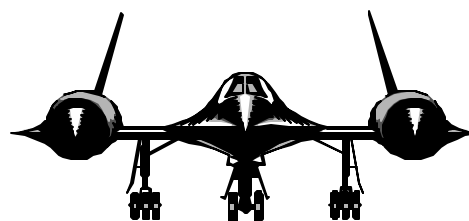
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### **ON THIS DAY IN HISTORY**

**18 SEP 1947:**

- **The Air Force became an independent service with a status coequal with the Army and Navy.**
- **The US Army Transfers air activities to the newly created Department of the Air Force.**

## **STAFF**

### **AFELM COMMANDER**

*Major General James N. Soligan* .....725-6031

### **AFELM SECTION COMMANDER/AIR FORCE ADVISOR**

*Colonel Ruth E. Ellis*.....723-6035

### **DEPUTY, AFELM SECTION COMMANDER**

*Lt Col Wayne H. Wentz*.....723-7189

### **CHIEF, PERSONNEL/AFELM FIRST SERGEANT**

*MSgt James "Juice" Satterwhite* .....723-8587

### **CHIEF, FINANCE ACTIVITY**

*TSgt John G. Smith*.....723-6203

### **SUPERINTENDENT, SATELLITE PERSONNEL ACTIVITY**

*TSgt Scott F. Good*.....723-8389

### **INPROCESSING/INTRO/CUSTOMER SERVICE/DOS EXTENSIONS & REENLISTMENTS**

*SSgt Karen Rodriguez*.....723-8389

### **PROMOTIONS/EPRs/OPRs/SPECIAL SELECTION BOARDS**

*SSgt Antonio McCloud*.....723-8569

### **ASSIGNMENTS/DEROS EXTENSIONS/SEPARATIONS & RETIREMENTS**

*SSgt(s) L. Renee Hall*.....723-8538

### **AFELM ORDERLY ROOM MANAGER**

*SSgt LaChanda M. Crowell*.....723-3895/8587

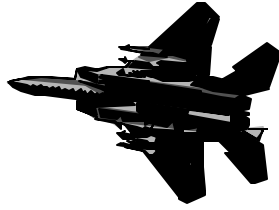
**Bldg 2374 Fax Number (unsecure)**.....723-3386/4099

**AFELM E-Mail address:**.....afelm@usfk.korea.army.mil

*"No One Comes Close...The United States Air Force"*

### **After hours Emergency Notification Procedures**

If you have an emergency that arises after normal duty hours which requires the Commander's or First Sergeant's assistance, please contact the Command Center Seoul (CC Seoul) at DSN 315-723-3030 (commercial 082-02-7913-3030) and they will contact the First Sergeant/Commander. If you are unable to contact CC Seoul, MSgt Satterwhite's, First Sergeant, beeper is DSN 723-8841, (#2154) commercial 082-02-7913-8841 (#2154) and Col Ellis', AFELM Section Commander, beeper is DSN 315-723-8841 (#2155) commercial 082-02-7913-8841 (#2155).



**NEWSFLASH!!!**  
***FOR ALL AFELM PERSONNEL***

***AIR FORCE COMMANDER'S CALL***  
***Major General James N. Soligan***

***13 Sep 2001, 1500 hrs***

***“Get the latest news from the Senior AF Officer stationed  
here at Yongsan!”***

***PERSONNEL NEED TO BE IN PLACE AT THE***  
***Main Post Club Underground by 1445 HOURS.***

***Unless a duty, leave, or TDY commitment precludes  
attendance, you are expected to attend.***

***(607WS, SUSLAK, POSTAL & OTHER BLUESUITERS  
ARE HIGHLY ENCOURAGED TO ATTEND! )***

★ ★ Major General & Mrs. James N. Soligan ★ ★  
(Deputy Chief of Staff UNC/USFK/ AFELM Commander)

Invite all “Air Force” personnel and their families to

# Organization Day & Air Force Birthday Bar-B-Que



**21 Sep 00 from 1200-1800**

**South Post Picnic Area 1&2**  
(behind AAFES gas station)

Come and join us for food, music, and fun !!

(Accompanied/Command Sponsored Personnel--Please bring a covered dish)

**POC: MSgt Satterwhite**  
**AFELM 1st SGT**



# **AIR FORCE ELEMENT QUARTERLY AWARD WINNERS**

***Outstanding Achievement***

***1 April-30 June 2001***



***Airman of the Quarter - SrA Michael S. Thurston - J3***

***NCO of the Quarter – TSgt Jeannette F. Daniel - J3***

***Senior NCO of the Quarter – No Nominees this Quarter***

***CONGRATULATIONS!!!***

***Continue to forge the boundless future of your nation's Air Force!***



# **AIR FORCE ELEMENT QUARTERLY RECOGNITION PROGRAM**

*for Outstanding Achievement  
1 Jul- 30 September 2001*



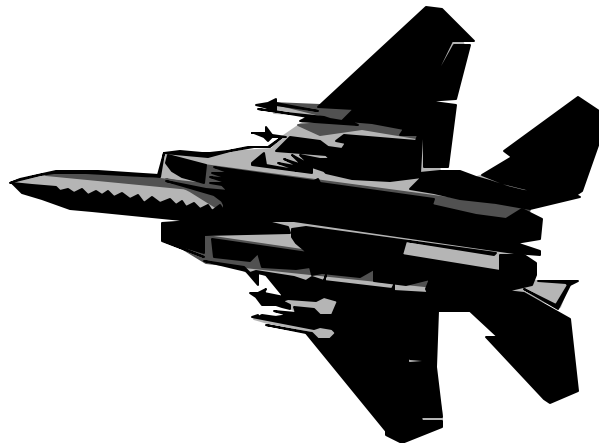
## ***Categories:***

***Airman of the Quarter (AB thru SrA)***

***NCO of the Quarter (SSgt and TSgt)***

***Senior NCO of the Quarter (MSgt thru CMSgt)***

***Deadline for Nominations is 14 September 2001***



**Purpose:** Establish the enlisted quarterly recognition program for outstanding personnel assigned/attached to the AF Element, Yongsan AIN, Republic of Korea. The program's objectives are: recognize and reward personnel for outstanding accomplishments; provide personnel with greater incentive for individual achievements; stimulate initiative, improve morale, and enhance esprit de corps.

**Eligibility:** Active Air Force enlisted personnel assigned to any AFELM billet.

**Period of Recognition:** 1 July - 30 September 2001. Nomination must be based on achievements/accomplishments occurring during period 1 July- 30 September 01.

**Deadline:** Nomination packages must be received by the AFELM First Sergeant by 1700 hours, 14 September 01, Bldg 2374. NO EXCEPTIONS.

**Nominations:** Nominations will be submitted on an AF Form 1206, Jul 00 version (use Form Flow or bring a formatted diskette to the AFELM Orderly Room to obtain a copy). Nominations must be in bullet format and limited to one page using 10 or 12 pitch type. Use the headings as per the attached example. **All Category of Consideration titles must be listed on the AF Form 1206, capitalized and in bold print.** If no information is provided for a Category of Consideration, follow the title with N/A.

**Categories of Consideration:**

**Point Value:**

Performance in Primary Duty	0 - 20
Leadership Qualities	0 - 15
Significant Self-Improvement	0 - 10
Air Force or Other Awards	0 - 5

Scoring scale (from lowest to highest rating): 0, 0.5, 1.0, 1.5, 2.0, etc.

If no information is provided for a category the nominee will receive a point value of zero (0).



## **PERSONNEL SECTION**

TSgt Scott F. Good 723-4460  
GoodS@usfk.korea.army.mil

### **SGLI Coverage Extends to Family Members**

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**WASHINGTON** -- The Servicemembers' Group Life Insurance will be extended to provide coverage to family members beginning Nov. 1.

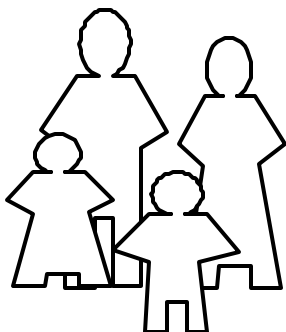
The government has always had an excellent estate program to protect family members in case of a servicemember's death, said Maj. Jeffrey T. Keef, chief of Air Force military estate and special pays policy at the Pentagon. However, little has been available to provide the military member financial protection in the event of a family member's death.

Under the new provisions, spouses and children will be automatically covered if the military member is an SGLI participant, Keef said. The member will have the option to decline spouse coverage if submitted in writing.

The maximum automatic coverage is \$100,000 for a member's spouse, and any lesser amount must be evenly divisible by \$10,000, Keef said. However, the amount of coverage of a member's spouse cannot exceed the amount of coverage of the insuring member. Premiums for spouse coverage will be charged based upon spouse's age and will range from 9 cents to 55 cents per \$1,000 of coverage. For example, \$100,000 of coverage could be obtained on a spouse younger than 35 for \$9 per month.

There is also a policy conversion option for the insured spouse after loss of eligibility for SGLI, he said.

Children will be covered automatically for \$10,000, and no premiums will be charged the member, Keef said. In cases where both parents are eligible SGLI participants, the child may not be insured by more than one member. In the event of a family member's death, any insurance in effect will be paid to the insuring member. If the member passes away before payment can be made, then the amount will go to the people named as the member's beneficiaries.



"The Air Force sees this as a good deal for its members," Keef said. "By allowing members who have elected coverage only under SGLI to opt for family member coverage, we are putting them on equal ground with civilians who might obtain family coverage as a rider to their master civilian life insurance policies," he explained. "This relieves our members from having to seek out more than one provider in order to acquire coverage for the entire family."

Military personnel flights can expect to receive detailed implementing instructions in September.

### **Captains May Make Major Sooner**

---

**WASHINGTON** -- Captains wanting a promotion to major may not have to wait as long anymore.

A proposal recently submitted to Congress would modify the grade-ceiling table in Title 10 U.S.C. 523, calling for a 7-percent permanent grade relief to majors. This table provides the authorized strengths of commissioned officers on active duty in the grades of major, lieutenant colonel and colonel.

By increasing the authorized Air Force major grade ceiling by 7 percent, more officers at any one time will wear the rank of major than previously allowed by law, said Lt. Col. Jan Middleton, Air Force promotion, evaluation and separation policy chief at the Pentagon.

The average time in service to pin on major will go from 11.1 to 9.5 years over the next three to four years. Captains should become majors between nine and 11 years, according to the Defense Officer Personnel Management Act.



The grade relief will allow the Air Force to make this goal by letting more captains pin on faster through an accelerated board schedule, said Maj. Bill Nolte, Air Force officer promotion policy chief.

This Air Force initiative was requested, Nolte said, because for nearly a decade the Air Force has been unable to meet the management act's guidelines.

"Other services (officers) pin on (O-4) nine to 12 months earlier than the Air Force," he said. "This is a source of dissatisfaction with Air Force officers."

The grade relief to major will also compensate officers more adequately for work performed, Middleton said.

"In the nonrated line, 17 percent of field grade billets must be filled by company grade officers due to field-grade

shortages," she said. "It also has a positive effect on retention.

"Officers can frequently do better financially and faster outside the Air Force," Middleton said. "Bringing down the pin-on time to major with the accompanying pay raise may encourage some officers to remain in the Air Force." The program will also better align career decision points for pilots, Nolte said.

"Combined with the new 10-year active-duty service commitment for pilots," he said, "this initiative will ensure pilots pin on major six to 12 months prior to their service commitment expiring."

If approved, and if the Air Force chooses to implement major grade relief, Nolte said it will begin in 2002 and affect all captains meeting a promotion selection board under which the Air Force chooses to implement grade relief.

### What Makes a Qualified NCO?

---

**HQ AFPC** – Is today's senior airman qualified to take the next step into the noncommissioned officer corps?

This is the nagging concern many commanders and supervisors around the Air Force have had in light of three years of record promotion rates to staff sergeant -- and more than 56,000 new E-4s since the 1999 cycle.

"Both this and last year's promotion rates give me concern that young airmen are being put into leadership positions before they're ready," said Staff Sgt. Wendy McNabb, NCOIC of the Evaluations and Decorations section, McChord AFB, Wash. "Some of these people are first-termers who will now be supervising and training even younger airmen."

McNabb's doubt is shared by others Air Force-wide.

But senior enlisted leaders say the system of preparing and screening new NCOs works. They point to three factors that prepare new staff sergeants -- direct supervisor involvement, Airman Leadership School and commander's final review -- as safeguards against unqualified NCOs.

The role the supervisor plays, from the time these airmen enter the Air Force, is essential in molding a good NCO, says Chief Master Sgt. Bill Milligan, Air Education and Training Command command chief master sergeant. "The Air Force doesn't get 10-year NCOs off the street. It's the immediate supervisor who directly influences the development of these young airmen," he says. "This service depends on the supervisor to show them how things should be done."

Through mentorship from supervisors, junior enlisted members not only gain valuable job experience, but are also formed into the kinds of leaders the Air Force needs at those levels, says Milligan.

"It's one of the fundamental building blocks of the Air Force. An essential element that gives our new NCOs the tools to mentor another young airman down the same path," he said.

Then there's professional military education. By regulation, every senior airman must attend the four and a half-week Airman Leadership School prior to sewing on staff sergeant.

"ALS is a key ingredient which prepares individuals for supervisory responsibilities. It lays the foundations needed to help airmen take that next step into the NCO ranks," says Chief Master Sgt. Mike Eitnier, the Air Force's chief of Professional Military Education. More than 180 hours of instruction gives senior airmen an understanding of the roles and responsibilities of a noncommissioned officer.

"ALS provided some unique training that I feel will help me relate to those I will be supervising in the near future," says Senior Airman Landon Branch, 12th Security Forces Squadron, Randolph AFB, Texas, and recent ALS graduate. Branch sews on staff sergeant Wednesday as part of the 2000 cycle.



"The intricacies of the performance feedback and the EPR, performing counseling sessions in front of your peers with real-world scenarios and becoming comfortable speaking to a crowd were all aspects of leadership school that I will use continually," he said.

The biggest concern with ALS is that there may be more airmen waiting to sew on staff sergeant each month than there are slots at base schools.

"We know there is going to be a large number of senior airmen throughout the force who need to attend ALS because of the recent promotion list," says Eitnier, "but we are optimistic that Airman Leadership Schools across the service will be able to handle the influx of senior airmen needing to attend. It might be a strain on our folks, but they will work hard and get creative to handle the increase. I'm comfortable we'll make it happen because this education is important."

In the event an airman doesn't get a school slot, because of overcrowding, prior to his or her sew-on date, procedures are already in place where they will receive

back pay and entitlements upon graduation -- as if they had been promoted "on time."

"The Secretary of the Air Force has given AFPC the ability to correct situations such as this," says Chief Master Sgt. Greg Haley, Enlisted Promotion and Military Testing Branch chief here. "And though we believe this will be the exception rather than the rule, any senior airman who is not able to attend school because they are either deployed or a slot is just not available will have their promotion date corrected once they graduate."

Fewer than 90 people were delayed in sewing on their stripes during the 2000 cycle because they had not graduated ALS, says Haley. Of that number, the vast majority were either deployed, had medical conditions, experienced pregnancy and child birth or were delayed for quality reasons.

"Each year some delays are expected," he says, "however, inability to get people enrolled on time due to class overload is rarely the case."

Airmen who qualify would then need to go to their Military Personnel Flight to submit a request for back pay. Finally, unit commanders play a big role in whether an NCO is promoted before he or she is ready because a commander's recommendation is an essential element of any promotion, says Haley.

"Commanders have both the authority and the responsibility from initial testing time up to the scheduled sew-on date to prevent promotion of those who don't deserve the stripe," says Haley. "The service relies on the unit commanders to make these tough calls for the betterment of our NCO corps."

"These airmen have done everything that we have asked them to do to be promotion-eligible," said Milligan. "The Air Force relies on supervisors to mentor young troops, ALS to teach senior airmen and commanders to evaluate their men and women. I the have utmost confidence that these recent promotees are fully capable of leading the world's best Air Force into the future."

### Air Force Thunderbirds



The Thunderbirds will be performing at Osan AB on 23 Sep 2001.

We will be posting more information on this event on the AFELM web site.

Visit the Air Force Element web site, <http://www.korea.army.mil/org/afelm>, to get the latest in Personnel and Finance news, Space A info, and the local weather.

Also available are links to AMS, AF Pubs & Forms, DoD Pubs & Forms, AF Address Directory, Promotions, Assignments, the Air Force Link, HQ AFPC, the Virtual MPF, AF Crossroads, Osan AB phone book, and the US Embassy in Korea.

### August 2001 Arrivals

<u>Rank/Name</u>	<u>Unit</u>	<u>Losing Base</u>
LT COL WENTZ, WAYNE H.	J1	KEFLAVIK ICELAND
MAJ ELLIS, RICHARD	J5	KUWAIT CITY KUWAIT
MAJ FISHER, WAYNE	SOCKOR	OSAN AB KOREA
MAJ NEELY ELLEN D.	J2	RAF FELTWELL UK
SMSGT JOHNSON, LLOYD	607 WS	FT MCPHERSON GA
TSGT DAVES, SCOTT D.	607 WS	OFFUTT AFB NE
SSGT HOGAN, THOMAS	SUSLAK	FT MEADE MD
SSGT FISCHER, DAVID	607 WS	ELLSWORTH AFB SD
SSGT TURNER ALEXANDER	J2	MINOT AFB ND
SSGT WILLIS, ANGELA	J5	TINKER AFB OK
SSGT MCWILLIAMS, JOHN L.	SUSLAK	CHEYENNE MTN CO
SSGT OBAR, STEPHEN T.	607 WS	EGLIN AFB FL
SSGT BAGNETTO, BRIAN A.	J1	RANDOLPH AFB TX
SRA BAUCOM, DANA L.	607 WS	PATRICK AFB FL
SRA LEE, CARLA	607 WS	SHEPPHARD AFB TX
SRA RIVERA, JOHN	607 WS	BEALE AFB CA
A1C BENFORD, WILLIAM E.	607 WS	OFFUTT AFB NE

### September 2001 Departures

<u>Rank/Name</u>	<u>Unit</u>	<u>Gaining Base</u>
Maj Dix, Jon	J2	Pentagon ADM VA
Maj Purvis, Marta	J2	Randolph AFB TX
1Lt Reece, Colin	607 WS	Sembach ABS Germany
TSgt Lamb, John	607 WS	Vance AFB OK
TSgt Morris, David	Suslak	Ft George Meade AIN MD
TSgt Williams, Jimmy	607 WS	Taegu, Korea
TSgt Stafford, Bridget	SCJS	Travis AFB CA
SSgt Chadwick, Angela	Suslak	Ft George Meade AIN MD
SSgt Chapa, William	607 WS	Offutt AFB NE
SSgt Cook, Sheila	C1	Schriever AFB CO
SSgt Kim, Bomik	Postal	Kimhae Intl Korea
SSgt Laburda, Daniel	Suslak	Osan AB Korea
SSgt Meore, Charles	UNCMAC	Langley AFB VA
SSgt Salazar, Roy	J3	Kirtland AFB NM
SSgt Stueart, Jason	FKEN	Moron, Spain
SRA Peters, Joshua	607 WS	Keesler AFB MS

# Promotion News

*Congratulations to the September 2001 Promotees!*

**To Major**

Julie D. Travnicek - J4

**To SMSgt**

Ralph T. Barrett - 607 WS  
John B. Palomo - SCJS

**To MSgt**

John M. Lamb - 607 WS

**To TSgt**

Robert R. Goble - SUSLAK

**To SSgt**

Andrew J. Kowal - 607 WS

<b>AFELM Promotions Page - <a href="http://www.korea.army.mil/org/afelm/promotions.htm">http://www.korea.army.mil/org/afelm/promotions.htm</a></b>
--

## September 2001 Enlisted Promotion Increments

Promoted To:	Line Numbers
CMSgt	295 - 333
SMSgt	655 - 774
MSgt	595 - 1095
TSgt	999 - 2001
SSgt	1 - 2030

## Enlisted Test Cycles

Cycle	Grade Testing to	Testing Window
01E9	CMSgt	4 Sep - 7 Sep 2001
02E8	SMSgt	10 Jan - 24 Jan 2002
02E6	TSgt	15 Feb - 31 Mar 2002
02E7	MSgt	15 Feb - 31 Mar 2002
02E5	SSgt	1 May - 31 May 2002

## Enlisted Public Release Dates (projected)

CMSgt (01E9)	November 2001
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## September 2001 Officer Promotion Increments

### Colonel Boards

Board	Quota	Thru Seq #	# Remaining
LAF, CY00A	32	160	494
CHAP, CY00A	1	5	3
JAG, CY01A	2	4	24
NC, CY99A	1	19	2
MSC, CY01A	1	3	8
BSC, CY00A	1	9	9

### Lt Colonel Boards

Board	Quota	Thru Seq #	# Remaining
LAF, CY00A	129	516	773
CHAP, CY00A	2	6	16
JAG, CY99B	2	38	2
NC, CY00A	7	35	40
MSC, CY00A	4	22	8
BSC, CY99B	4	51	4

### Major Boards

Board	Quota	Thru Seq #	# Remaining
LAF, CY00B	166	996	661
CHAP, CY00B	2	10	7
JAG, CY00B	5	29	20
NC, CY00A	12	112	48
MSC, CY00A	4	34	8
BSC, CY00B	12	48	44

### Related Information

**AFELM Promotions Page** - <http://www.korea.army.mil/org/afelm/promotions.htm>

**Determining Promotion Sequence Line Numbers** - <http://www.afpc.randolph.af.mil/offprom/lines.htm>

**How/When are Officers Promoted** - <http://www.afpc.randolph.af.mil/offprom/how.html>

**Active Duty Service Commitment for Promotion** - <http://www.afpc.randolph.af.mil/offprom/adsc.html>

**Conducting Promotion Ceremonies** - <http://www.afpc.randolph.af.mil/offprom/pinon.html>

**DFAS: Military Pay** - <http://www.dfas.mil/money/milpay/>

### Enlisted Quarterly Assignments Listing (EQUAL)

EQUAL is the assignment listing which advertises most of our enlisted assignments which are sending people overseas and providing CONUS assignments for overseas returnees. These assignments are advertised and matched eight times a year (four cycles each for those going to and from the overseas area). The listing tells you what is available by AFSC, grade, and location. It allows you to align your preferences to actual Air Force needs. EQUAL listings may be viewed at your MPF, with your Commander's Support Staff, or on AFPC's World WideWeb.

For overseas assignments, members must meet established quality control criteria for reassignment (not under Article 15 punishment, not on the Control Roster, not in Drug/Alcohol rehabilitation, no rating of 2 or lower on latest EPR, etc.). You also need to be eligible to obtain the required retainability for the assignment you are volunteering for. For example, you are a married TSgt nearing your high year of tenure and are only able to get 36 months of retainability (you only have 36 months after the RNLTD of the advertised requirement, before you retire) and you see a requirement for Yokota AB on EQUAL for your AFSC and grade. You know that if you volunteer as an extended tour volunteer you have a higher priority than a standard tour volunteer. But guess what? You can't be an extended tour volunteer because you can't obtain the required 48 months of retainability and the computer would not select you. So to be properly considered for this Yokota requirement, you would need to volunteer for the standard tour length of 36 months.

Overseas members with an indefinite DEROS are eligible for a consecutive overseas tour (COT) anytime after completing their original tour. Individuals with an established DEROS can also be considered for a COT but can only volunteer for advertised requirements with a reporting date (RNLTD) equal to your DEROS month or the following two months. For example, if your DEROS is Jan, you are eligible to compete for assignments with Jan, Feb, or Mar reporting. You must meet the eligibility requirements as outlined in AFI 36-2110.

If you are not selected for a COT assignment or didn't volunteer because you want to return to the CONUS, you will compete for a CONUS assignment during your overseas return cycle. You must have 12 months retainability after DEROS to be considered for a return assignment. You only need 7-12 months if you're on a short tour where the accompanied tour is not authorized, and high year of tenure restricted from getting the full 12 months. If you do not have or obtain the required retainability by the required date, your DEROS will be involuntarily extended to match your DOS. For answers to questions or other specific information on retainability issues, contact your local MPF or Commander's Support Staff.

Military personnel married to military personnel **DO NOT** use the overseas returnee EQUAL list. AF couples **DO** use the overseas EQUAL listing to apply for overseas assignments, including COTs.

### Enlisted Overseas EQUAL

Overseas assignments that volunteers from stateside and overseas locations will be considered for.

RNLTD	Avail to Customer	Pref Due	Assignment Flow/Public Release Date
JAN/FEB/MAR	20 Apr 01	30 Apr 01	11 May 01
APR/MAY/JUN	7 Aug 01	17 Aug 01	3 Sep 01
JUL/AUG/SEP	6 Nov 01	16 Nov 01	26 Nov 01
OCT/NOV/DEC	TBD	TBD	TBD

### Enlisted Overseas Returnee EQUAL

Stateside assignments only for people returning from overseas.

DEROS	Avail to Customer	Pref Due	Assignment Flow/Public Release
AUG/SEP/OCT	13 Apr 01	20 Apr 01	21 May 01
NOV/DEC/JAN	24 Jul 01	3 Aug 01	20 Aug 01
FEB/MAR/APR	23 Oct 01	2 Nov 01	19 Nov 01
MAY/JUN/JUL	22 Jan 02	1 Feb 02	18 Feb 02

**DEROS Election Option/Forecast Notification RIPS** You will receive, from your Orderly Room, your DEROS RIP 10 months prior to your DEROS. So, if your DEROS is the month of February 2002, you will receive your DEROS RIP in April 2001. The RIP must be returned to the AFELM/SPA within 30 days from the day it was produced.

A DEROS extension request submitted later than 30 days from the day your DEROS RIP was produced must be submitted and considered as an exception to policy. This type of request must be fully justified and may be disapproved by your commander. When your commander recommends approval, the request is submitted out-of-system to the AFELM/SPA for forwarding to your parent MAJCOM. Your parent MAJCOM may disapprove the request or recommend approval and forward the request to your assignment OPR for a final decision. Enlisted members who extend their OS tour for a period of 6 or more months are given higher assignment priority within their returnee match group.

# COMMANDER'S SUPPORT STAFF (ORDERLY ROOM) BIZ

*TSgt LaChanda M. Crowell, 723-3895*

## ACQUIRING COMMANDER/FIRST SERGEANT SIGNATURE

Any documentation requiring the commander's or the First Sergeant's signature must be first routed through the CSS prior to being viewed by either of these individuals. Please ensure documentation is properly filled out and coordinated when passed to CSS personnel.

## PREVENTATIVE HEALTH ASSESSMENTS (PHA)

Preventative Health Assessments are mandatory annual appointments that include assessment data on fitness, dental exams, prevention counseling, immunization, DNA, HIV, G6PD, Blood Type, Sickle Cell, physical profiles, glasses and gas mask prescriptions, and screening tests. Assessments can uncover medical conditions or pre-conditions that can jeopardize both health and the mission. Therefore, ensure that annual assessments are being performed by your primary care manager.

## MONTHLY COMMISSARY SPENDING LIMIT

The monthly spending limits for Status of Forces Agreement (SOFA)-authorized patrons of Commissaries in Korea is as follows:

Family Size	Limit
1	\$450.00
2	\$700.00
3	\$900.00
4	\$1050.00

5	\$1250.00
6+	\$1450.00

As an authorized exception to this policy, newly arrived commissary patrons can spend up to 50 percent above the new limits during one of their first three months, in order to set up their household. Refer to U.S. Forces Korea Regulation 60-1 for complete details on the rations control policy.

## AF PUBLISHING WEB SITE

The Air Force Publishing WEB Site address is as follows: [www.afpubs.hq.af.mil](http://www.afpubs.hq.af.mil). This site has the capability to download the latest Air Force Pubs and Forms. The information databases are updated every Monday and have hypertext links to the DoD web site containing DoD publications and forms.

## TDY ORDERS

If you are going TDY, you are required to turn in a copy of your orders to the AFELM Orderly Room. The Orderly Room will make the necessary updates in PC-III to reflect your correct duty status and we will maintain a file copy in your PIF.

## LOCAL HOTLINES

AFOSI Det 614: **738-4180**

USFK Action Line: **725-8735**

NON-DUTY: **724-8179 (Duty Agent)**

Black Market: **724-7745**

Crime Stoppers: **724-8177 or 724-8179**

Environmental: **725-3845**

Equal Opportunity/Sexual Harassment:  
**738-3336**

Found Property: **724-3134**

Fraud, Waste and Abuse: **738-7867**

Spouse/Child Abuse:

**On Post: 737-4104    Off Post: 7917-4104**  
**Off Post: 7917-4104**

# FINANCE

TSgt John G. Smith

[smithjg@usfk.korea.army.mil](mailto:smithjg@usfk.korea.army.mil)

## Attention Sponsors of Incoming Personnel

Please ensure that you are fulfilling your responsibilities as a sponsor to the incoming member. This is especially important as it pertains to accommodations at the time of arrival. A member who stays in the Dragon Hill Lodge or other off base lodging without the prior authorization from the housing office will not be entitled to reimbursement for the expenses incurred.

### Advance Pay



Permanent Change of Station (PCS) moves probably create some of the most stressful times for military members and their dependents. Many of these stresses come from the financial impact of the move along with the change in entitlements based on rates established for the new permanent duty station.

Personnel who PCS from Korea may choose to apply for advance pay to help offset the additional costs associated with moving. Staff Sergeants and above can apply for one month advance pay, within 30 days of departure or within 60 days of arrival, to be collected back over 12 months or less on their own signature. Senior Airman and below require commander's approval.

In special circumstances members may apply for up to three months of advanced pay, an extended payback period of up to 24 months, or to receive the money outside of the normal time frame authorized. With each of these situations, **DETAILED** and **SPECIFIC** justification is required along with the commander's signature. Advance pay can not be used to cover normal type expenses or expenses covered by travel and per diem allowances, dislocation allowance, or housing entitlements.

Essentially, the member is applying for an interest free loan to cover expenses brought on by the military requirement to relocate. There is no automatic entitlement to the advance. And members should take seriously the need to fully document the exceptions they are requesting.

For more information on Advance Pay or any other PCS entitlements give me a call at 723-6203.

### PCS Out-Processing

Please come and see me when you are between 30 – 15 days of your AFELM final out-processing appointment. **Four** copies of orders, your Government Travel Charge Card, and a port call are all that is required.

### Temporary Lodging Allowance (TLA)

Temporary Lodging Allowance is calculated by adding the cost of your lodging (up to a pre-determined max) to an allowance for meals and incidentals. Two copies of the TLA authorization letter from housing, two copies of the paid bill, and two copies of PCS orders are required to process TLA payments. These payments will be

included in the next available paycheck considering mid month and end of month cutoffs.

## Army Funded TDY Vouchers

Army regulation requires all Army funded TDY vouchers to be submitted with **original and four copies of each** of the following documents:

- DD Form 1351-2, Travel Voucher
- All receipts
- Transportation requests
- TDY orders
- Any additional required documents

Additionally, your supervisor, must sign, print name, and date all **travel vouchers** in the top right margin. This will indicate the voucher and documents have been reviewed prior to submitting for payment. Once completed you must bring all the above to the AFELM finance office so that a printout of your bank information accompanies the voucher. The AFELM finance will then route the vouchers to the Army finance.

## Finance Web Sites



To get the current BAH rates for CONUS areas, BAS, OHA, and CONUS, Overseas Per Diem see the following web site:

<http://www.dfas.mil/money/milpay/pay/>  
<http://www.dtic.mil/perdiem/ohaform.html>  
<http://www.dtic.mil/perdiem/pdrform.html>  
<http://www.dtic.mil/perdiem/opdrform.html>  
<http://www.dtic.mil/perdiem>  
<http://www.dfas.mil>

## September Financial Schedule of Events



4 September, Mid-Month cutoff for processing all documents

- 12 September, Pick-Up mid-month pay statements-based on arrival at Osan
- 18 September, End-of-Month cutoff for processing all documents
- 28 September, Pick-Up end-of-month pay statements-based on arrival at Osan

## Net Pay Advices & Leave and Earnings Statements

Are you receiving your NPA and LES's each month? If not please contact me at 723-6203 so I can check the address on file. A simple form can make sure your statements are distributed to your correct unit of assignment.

## Members Procuring Off-post Housing

Incoming members should contact the AFELM Finance to receive an Overseas Housing Allowance (OHA) entitlement briefing prior to moving off-post.

## Dislocation Allowance (DLA)

The purpose of DLA is to partially reimburse a member for expenses incurred when relocating their household. With-Dependent rate is paid when dependents are relocated in conjunction with a funded move. Single rate is paid only if authorized to live on the economy and government quarters are not occupied for more than 60 days.



The Air Force Bluesuiter's Association  
presents



# *Monthly Hail and Farewell*

**7 September 01**, *(Make up for Aug due to UFL)*

**and 28 September 01**

**Time 1900 hours for both**

**Located at Bldg 1126 (Cp Coiner)**

Come to the Hail & Farewell on Friday

7 Sept and 28 Sept 01 and meet the newly arrived AF personnel  
& say goodbye to all departees.



## **Bluesuiter's!**

The Shirt and I attend each one of these---it's a great opportunity to say goodbye to your fellow bluesuiters, make the new arrivals feel at home and get a cold beverage/free food after a long work week. I encourage everyone to come out and attend!



**FREE FOOD AND REDUCED  
DRINK PRICES**





## **Drink too Many Cola's and Your Bones May Pay the Price!**

If you are like most Americans, you've consumed countless colas and other carbonated beverages since having your last glass of milk. People down bottles, cans, and cups of the fizzy stuff all day long and often drink even more at mealtimes. There was even a marketing effort a few years ago to promote cola as a breakfast beverage. Research has suggested that all this soda guzzling can take a toll on healthy bones, contributing to an increased risk of fractures -- both early and later in life.

The latest study finds no *direct* link between soft drink consumption and bone loss. The researchers warn, however, that the findings are not a license to chug the sweet stuff all day long. Although there is no single soda ingredient seeming to contribute to bone loss, problems still can happen if these beverages replace healthier ones.

Lead researcher Robert P. Heaney, MD, tells WebMD his team found nothing that specifically pointed to soda causing bone loss. "But somebody who is drinking six cans of cola a day and getting no milk at all is going to be in trouble," he adds. "It is not because they are drinking the cola. It is because they are not drinking milk." Heaney and colleagues at Omaha, Nebraska's Creighton University, evaluated carbonated beverage consumption in a group of 30 women who routinely drank from two to seven, 12-oz cans of soda daily. They evaluated carbonated beverages -- with and without sugar and with and without caffeine -- water, and milk and found small but statistically significant increases the amount of calcium lost in the urine of people who consumed two or more caffeinated beverages each day. However, the calcium lost from the caffeine beverages is unlikely to lead to bone loss, Heaney says, because the body appears to be able to compensate for it. In this study, a common component of colas and other soft drinks called phosphoric acid did not seem to affect the amount of calcium lost in the urine. Previous research had linked it with bone loss.

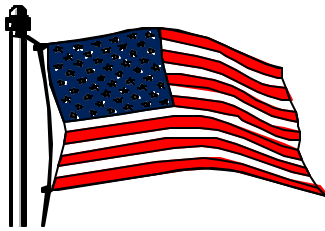
"I think this research shows that we can't condemn carbonated beverages," Heaney says. "I don't work for Coca-Cola, and they didn't pay me a penny to do this research, but the fact is that their product is not particularly harmful on the face of it. It is what it doesn't contain, like calcium, and not what it does contain that is the problem."

Connie Weaver, PhD, who heads the department of food and nutrition at Indiana's Purdue University, says children and adolescents have the most to lose by trading in milk and other calcium-rich foods for sugary soft drinks. "You spend the first part of your life building up bone, and that is the most fruitful time to try and make a difference," she says. "If you build more bone when you are young, you are going to be more resistant to fractures later in life."

It is important for people of all ages to consume a calcium-rich beverage or food with every meal, Weaver says, whether it is milk, fortified orange juice, cereal, yogurt, cheese, or something else. Parents often give up trying to influence food choices about the time their children hit their teens. But Weaver says adolescence is the most critical time of life for building strong bones. "Parents often pick their battles with teens, and food doesn't seem all that important," she says. "Hopefully, their kids will make it through all of the other issues of adolescence without too many scars. But they will live with the diet choices and exercise patterns they set up for the rest of their lives."

## STAY FIT FOR LIFE!





## **Special Feature:**

**From The Air Force History Support Office  
Bolling Air Force Base, Washington, D.C.  
<http://www.airforcehistory.hq.af.mil/>**

## **Evolution of the Department of the Air Force**

The Department of the Air Force, an agency of the Department of Defense, was established on September 18, 1947, pursuant to provisions of the National Security Act of the previous July 26. On September 26, 1947, by order of the Secretary of Defense, personnel of the Army Air Forces (AAF) were transferred from the Department of the Army (formerly the War Department) to the Department of the Air Force and established as the United States Air Force (USAF). As this action shows, the Air Force can claim lineal antecedents long predating the 1947 act.

The USAF had its roots in a turn-of-the century effort at technology assessment. In January 1905 the War Department took up consideration of an offer it had received from two inventors in Dayton, Ohio, to provide the government with a heavier-than-air flying machine. The fact that many still doubted the claim of Wilbur and Orville Wright to have invented a workable airplane is part of the history of aviation. But the Board of Ordnance and Fortifications, which examined the Wrights' proposal, had other facts to consider as well. Outside the realm of science fiction, the role in warfare of airships, gliders, and airplanes was by no means clear. Only balloons had proven value of any sort. The French revolutionaries had used a balloon at the battle of Fleurus in 1794. In the American Civil War, balloons had seen service, and the job of procuring and operating them had duly passed to the Signal Corps. Only in 1892, however, did the Signal Corps organize a permanent balloon section, and this unit's service in the war with Spain in 1898 was undistinguished. In 1898, the Signal Corps contracted with Samuel P. Langley for an airplane, but tests ended with a spectacular dive into the Potomac River on December 8, 1903, nine days before the Wright brothers flew. The War Department, still smarting from that episode in 1905, turned down the new offer.

But the progress of aviation, the issuance of a patent to the Wrights in 1906, and the interest of President Theodore Roosevelt brought the matter up again. On August 1, 1907, Captain Charles DeF. Chandler became the head of the Aeronautical Division of the Signal Corps, newly established to develop all forms of flying. In 1908, the corps ordered a dirigible balloon of the Zeppelin type then in use in Germany and contracted with the Wrights for an airplane. Despite a crash that destroyed the first model, the Wright plane was delivered in 1909. The inventors then began to teach a few enthusiastic young officers to fly.

The progress of American aviation was slow in the early years. Congress voted the first appropriation for military aviation in 1911. The Navy was starting its own program at about the same time. Soon after, the aviators rejected a proposal to separate their service from the Signal Corps. A makeshift squadron had an unlucky time with General John J. Pershing on the Mexican border in 1916. What really proved the importance of military aviation was its role in Europe during World War I. There balloons used for artillery spotting and airplanes for reconnaissance over enemy lines made a decisive contribution. Dirigible airships and airplanes proved effective at bombing. Every army sought control of the air, and great battles between the "knights of the air" became the stuff of romance. Yet at the same time a serious doctrine of air warfare was beginning to emerge. The commanders began to distinguish, for example, between "strategic" air operations, deep in an enemy's territory, directed at his vital war-making industries and civilian morale, and "tactical" operations against his ground forces.

At the time of America's declaration of war against Germany on April 6, 1917, the Aviation Section was marginal at best. Its 1,200 officers and men had no knowledge of the air war in Europe. Its 250 airplanes and 5 balloons could not have survived long in combat. The nation's aircraft manufacturers had up to that time produced 1,000 planes. Yet, when France asked the United States to provide an air force of 4,500 airplanes and 50,000 men, there was no hesitation. With more enthusiasm than wisdom, Secretary of War Newton D. Baker asked for and received \$ 640 million from Congress for aviation. The result was a fiasco. By the spring of 1918, it was clear that the Signal Corps had failed. The War Department then set up an Air Service consisting of two agencies: one under a civilian to deal with the manufacturers and one under a military officer to train and organize units. This setup, begun in April and May, was consolidated in August, when President Woodrow Wilson appointed John D. Ryan, Second Assistant Secretary of War, as aviation "czar" to straighten out the mess.

In the end the only American achievement in the field of aircraft production was the Liberty engine. Of the 740 U. S. aircraft at the front in France at the time of the Armistice on November 11, 1918, almost all were European-made. Still, the Air Service of General Pershing American Expeditionary Forces, organized by Major General Mason M. Patrick and Brigadier General William (Billy) Mitchell, had distinguished itself in action against the Germans.

As a result of the important role air power had played in the war, a movement developed during the 1920s and 1930s to create an independent air force. The model for this was Great Britain, which, early in 1918, had combined its Army and Navy air arms into the Royal Air Force (RAF) under an Air Ministry. But the U. S. Army's leaders saw the airplane primarily as a weapon for supporting the infantry and gave the Air Service a status comparable to that of the field artillery or the engineers, responsible for procuring aircraft and training flying units. Local commanders, none of them aviators, ran the air forces assigned to them. A series of boards and commissions studied and restudied the question of air organization, with no result other than the name change to Air Corps in 1926.

Nevertheless, just as in the RAF, the formulation of theories of strategic bombing gave new impetus to the argument for an independent air force. Strategic or long-range bombardment was intended to destroy an enemy nation's industry and war-making potential, and only an independent service would have a free hand to do so. Amid intense controversy, Billy Mitchell came to espouse these views and, in 1925, went to the point of "martyrdom" before a court-martial to publicize his position. But despite what it perceived as "obstruction" from the War

Department, much of which was attributable to a shortage of funds, the Air Corps made great strides during the 1930s. A doctrine emerged that stressed precision bombing of industrial targets by heavily armed long-range aircraft. A big step was taken in 1935 with the creation of a combat air force, commanded by an aviator and answering to the Chief of Staff of the Army. Called the "GHQ Air Force" because it would be under the General Headquarters in time of war, this command took combat air units out of the hands of the local commanders in the continental United States. Nonetheless, the GHQ Air Force remained small as compared to air forces in Europe. The Air Corps could only buy a few of the new four-engined B-17 Flying Fortresses, designed for strategic bombing, and in 1938, there were only thirteen on hand.

World War II was the true age of liberation for American air power. Reports from Europe in 1939 and 1940 proved the dominant role of the airplane in modern war. On June 20, 1941, Major General Henry H. Arnold, then chief of the Air Corps, assumed the title of chief of Army Air Forces and was given command of the Air Force Combat Command, as the GHQ Air Force had been renamed (Arnold's title was changed to "Commanding General, Army Air Forces" in March 1942, when he became co-equal with the commanders of Army ground Forces and Services of Supply). The AAF was directly under the orders of the Chief of Staff of the Army, General George C. Marshall. Arnold and Marshall agreed that the AAF would enjoy autonomy within the War Department until the end of the war, when the air arm would become a fully independent service. Soon after the Japanese attack on Pearl Harbor on December 7, 1941, Arnold gained another victory. In staff talks with the Americans, the British always included representatives of the RAF as well as the Army and Navy, so the United States had to include an air representative of its own. Arnold, although technically Marshall's subordinate, became an equal with him on the Joint Chiefs of Staff, the body that served as the focal point of American strategic planning during the war.

In its expansion during World War II, the AAF became the world's most powerful air force. From the Air Corps of 1939, with 20,000 men and 2,400 planes, to the nearly autonomous AAF of 1944, with almost 2.4 million personnel and 80,000 aircraft, was a remarkable expansion. Robert A. Lovett, the Assistant Secretary of War for Air, together with Arnold, presided over an increase greater than for either the ground Army or the Navy, while at the same time dispatching combat air forces to the battlefronts. Air Combat Command was discontinued, and four air forces were created in the continental United States. In the end, twelve more air forces went overseas and served against the Germans and Japanese.

As Arnold's staff saw it, the first priority in the war was to launch a strategic bombing offensive in support of the RAF against Germany. The Eighth Air Force, sent to England in 1942, took on that job. After a slow and often costly effort to bring the necessary strength to bear, joined in 1944 by the Fifteenth Air Force stationed in Italy, the Eighth finally began to get results. By the end of the war, the German economy had been pounded to rubble. Meanwhile, tactical air forces supported the ground forces in the Mediterranean and European theaters, where the enemy found allied air supremacy a constant frustration. In the war against Japan, General Douglas MacArthur made his advance along New Guinea by leap-frogging his air forces forward, using amphibious forces to open up new bases. The AAF also assisted Admiral Chester Nimitz's carriers in their island-hopping across the Central Pacific and supported Allied forces in Burma and China. Arnold directly controlled the Twentieth Air Force, equipped with the new long-range B-29 Superfortresses used for bombing Japan's home islands, first from China and then from the Marianas. Devastated by fire-raids, Japan was so weakened by August of 1945 that Arnold

believed neither the atomic bomb nor the planned invasion would be necessary to win the war. The fact that AAF B-29s dropped the atomic bombs on Hiroshima and Nagasaki, nevertheless, demonstrated what air power could do in the future. The U. S. Strategic Bombing Survey provided ammunition for the leaders of the AAF in the postwar debates over armed forces unification and national strategy.

After World War II, independence for the Air Force was virtually inevitable. The War Department favored unification of the Army and Navy, with co-equal land, sea, and air services under a single head. The Navy opposed this plan and forced adoption of a compromise in the National Security Act of 1947. This law created the Department of the Air Force and gave a Secretary of Defense limited authority over the services. By the time the law went into effect in September, the Air Force was beginning to rebuild after the postwar demobilization. Its leaders had defined a goal of establishing 70 combat groups with 400,000 men and 8,000 planes. Stringent postwar budgets delayed the program in spite of concerns of the growing threat from the Soviet Union. As the United States came to rely upon a strategy of deterrence, the Air Force gave highest priority to its long-range atomic bombing force, using air refueling to lengthen its reach. Acrimonious disputes with the Navy resulted, focusing on the roles of the services in modern warfare, until the large budget increases after 1950.

In 1946, the AAF had created three major combat commands in the United States: the Strategic Air Command (SAC), the Tactical Air Command (TAC), and the Air Defense Command (ADC). The Strategic Air Command now became the centerpiece of Air Force planning. Yet, surprisingly, the first important intervention of the Air Force in the Cold War was by the Military Air Transport Service (MATS) during the Berlin Airlift of 1948-1949. Still, SAC's role remained predominant, especially during the service of Curtis E. LeMay as its commander (1948-1957). Rising to a level of peacetime readiness unprecedented in American history, SAC was not dethroned even during the fighting in Korea (1950-1953). Tactical forces were built up to take part in the fighting in support of the United Nations forces, and SAC even sent B-29 bombers. The American air forces achieved control of the air and poured bombs onto the Communist supply lines. But the increased budget for the Air Force also went to build up tactical forces in Europe and for a worldwide strategic striking force. After the Soviets detonated an atomic bomb in 1949, a new emphasis on air defense brought the ADC into the picture, but the TAC remained slighted throughout the 1950's, even with the development of tactical nuclear weapons. The 1950s also witnessed the centralization of the Department of Defense. In 1949 the Secretary of Defense gained greater authority over the services, and the service secretaries ceased to be members of the National Security Council. By 1958, this process had reached the point that, not only the commands overseas, but even SAC and ADC were under the overall control of the Joint Chiefs of Staff. Nevertheless, the Chief of Staff of the Air Force had great influence as a member of the Joint Chiefs, and the Air Force kept direct responsibility to "organize, train and equip" combat air forces.

Under the influence of such farsighted officials as Trevor Gardner (at one time Assistant Secretary of the Air Force for Research and Development) and Major General Bernard A. Schriever, who founded what was to evolve into the Space and Missile Systems Center, the Air Force developed ballistic missiles during the 1950s. SAC began to supplement its great armada of bombers with missiles in 1959. By the end of the 1960s, over a thousand intercontinental ballistic missiles were in place, while the long-range bomber force had been cut back. The Air Force thus had two elements of the "Triad" of strategic weapons (bombers and land-based

missiles), while the Navy had the third (submarine-launched missiles). Also in the 1960s, as a result of Secretary of Defense Robert S. McNamara's emphasis on "flexible response" in the strategy of deterrence, the TAC enjoyed something of a revival. Thus, even before large-scale intervention in Southeast Asia, the Air Force's conventional capabilities were increasing.

Besides ballistic missiles, the Air Force became involved with earth satellites during the 1950's. In 1961 the service began supporting an independent, highly secret agency, the National Reconnaissance Office (NRO), that handled intelligence satellites. The head of this office was placed in the office of the Secretary of the Air Force, and the NRO was staffed largely with Air Force people. The existence of this office was only disclosed in the 1990's.

As part of the American effort to assist the government of South Vietnam in counterinsurgency operations during the early 1960's, the Air Force sent advisers to the Vietnamese Air Force. During 1964 and 1965 the commitment was increased, and combat units went into action. In South Vietnam, tactical forces, with the assistance of B-52 bombers from SAC, supported U. S. and Vietnamese ground forces. Tactical forces in Vietnam and Thailand took part in strikes at crucial targets in North Vietnam and along supply trails in southern Laos. There were also strikes in support of the counterinsurgency operations of the Laotian government. Operations over Cambodia were in support of the war in South Vietnam. SAC provided tanker aircraft for refueling. Yet this, the first war fought under the 1958 reorganization act, was conducted without a single Air Force agency controlling all air operations in Southeast Asia. Most operations were controlled by the theater commanders.

As the war went on into the climactic bombings of 1972, the Air Force struggled to remain ready in other areas. SAC had to divert much of its bomber and tanker forces to Southeast Asia, and tactical forces in Europe were affected as well. With the end of the fighting, contending with stringent budgets, the Air Force turned to the job of upgrading the strategic deterrent force and maintaining readiness in Europe. In the meantime, the strategy of deterrence had evolved to the doctrine of mutually assured destruction, enshrined in the strategic arms limitation agreement with the Soviet Union in 1972. The declining emphasis on defensive forces affected the Air Defense Command, now renamed the Aerospace Defense Command, and abolished finally in 1980.

Despite the cutbacks after the war in Southeast Asia, the Air Force focused on heightened combat readiness. The Military Airlift Command (formerly MATS) gave military and humanitarian support for the nation's global commitments, as in the support to Israel in the Middle East war of 1973. Increases in appropriations, begun under the administration of President Jimmy Carter, produced a major buildup under his successor, Ronald W. Reagan. The peak was reached in the period of 1985-1986, when the Air Force attained annual spending levels of \$ 97 billion and a strength of over 600,000. Force deployments in support of operations in Grenada (1983), against Libya (1986), and in Panama (1989) reflected a growing capacity for quick response to local crises. At the same time, arms control negotiations with the Soviet Union began, slowly, to bear fruit.

Since the days of the Army Air Service, the air arm has relied primarily on private industry for the manufacture of airplanes. The continuing search for balance between the required quantities and the most modern equipment has also usually involved a commitment to preserving a strong industrial base. One of Arnold's personal legacies was a commitment to research and development. The results appeared in the 1990's in such applications of low-observables

("Stealth") technology as the B-2 bomber and the F-117 fighter-bomber. The C-17 transport represented state-of-the art design as well. The development of the F-22 fighter continued a commitment to air superiority, while unmanned air vehicles (UAVs) suggested new directions.

Because of the highly complex modern weapon systems the Air Force has sought to use, the demand for skilled personnel has always been high. The need applied both to flying crew, especially pilots, and ground maintenance technicians. During the periods of the draft, in both world wars and from 1948 to 1973, the air arm was able to attract volunteers, emphasizing programs for recruiting and keeping people for training in innumerable skills. The Air Force Academy (founded in 1955 and soon located outside Colorado Springs) and higher service schools at the Air University, Maxwell Air Force Base, Alabama, developed the leadership cadres of the service. Recruiting and retaining able pilots was a perennial cycle of ups and downs, what with budget pressures affecting student intake as well as pay and benefits, the burden of global deployments, and competition with the airlines.

When President Harry S Truman in 1948 directed an end to racial discrimination in the armed forces, the Air Force was positioned to be a pioneer in integration. African-American combat air units served with distinction in the Second World War, but segregation had proved unworkable. Although the upheavals of the 1960's did lead to trouble in the Air Force, most notably in race riots at Travis Air Force Base, California, in 1971, on the whole integration proved a success and in 1997 some fifteen per cent of the active duty force was black, while other ethnic minorities were also strongly represented. A number of blacks had also risen to high rank, although the percentage of blacks in the officer corps was still below ten in 1997.

The end of Selective Service in 1973 ushered in a new era in personnel policy for the armed forces. The All-Volunteer Force was going to have to recruit women more energetically and would probably need to place more reliance on reserve forces. The Women's Army Corps (WAC) had assigned units to the AAF in the 1940's, and in 1948 the Women in the Air Force (WAF) were formed. The new approach did away with the WAF organization in order to integrate women more fully into the service. Female personnel by the 1990's were serving in virtually every specialty, including bomber pilots and missile crews. Over one sixth of the active force were women in 1997. At the same time, the Total Force concept matured as the means to integrate the Air National Guard and the Air Force Reserve more closely with the active force.

Up until 1989, the Air Force's existence as an independent service had coincided with the Cold War. Now, facing a new strategic challenge, the U. S. could cut back the nuclear forces on strategic alert as a result of arms control. But the final collapse of the Soviet Union in 1991 simply eliminated the artificial order that had been imposed on a disorderly world, and local enmities became increasingly violent. The most spectacularly successful intervention by the U. S. Air Force in these outbursts was in the Persian Gulf in 1991. Supporting a coalition designed to expel Iraqi forces from Kuwait in January, the Air Force led the way in a six-week campaign that was a triumph in the application of air power.

The post-Cold War drawdown of forces reduced the Air Force budget to \$ 73 billion in 1997, with a strength of 380,000. In 1992 the service acknowledged the new global reality with a reorganization in which the main flying forces in the continental U. S. were put into two major commands: Air Combat Command and Air Mobility Command. Later interventions in such places as Bosnia still demonstrated the effective combination of high technology with skill and

determination to apply force in difficult situations. In particular, the application of space technology in these conflicts gave the Space Command (first created in 1982) a pioneering role as the Air Force looked to the twenty-first century. And at the same time, Air Mobility Command's airlift force continued to be an essential instrument of national policy all over the world. Still, by the late 1990's, the Air Force, like all the armed services, was facing extreme pressure to meet global commitments with declining resources.



***NO ONE COMES CLOSE!***

## HOURS OF OPERATION

### Satellite Personnel Activity (Military)

Monday - Friday      0800 - 1700      Walk-in Customer Service/Telephone Inquiries

Monday – Friday      0800 - 1000      **Outprocessing** (by appointment in military uniform)

Monday - Friday      0800 - 1000      **Inprocessing** (by appointment in military uniform)

### AFELM Orderly Room

Monday - Friday      0800 - 1700      Walk-in/Telephone Inquiries

### Finance Activity

Monday - Friday      0800 - 1100 and 1300 - 1700

\*Finance may be closed at times to make distribution runs to Osan / Army Finance Offices

### AFELM Section Commander/AF Advisor

Walk-in time      1700 - 1800 (Monday Through Friday)



This supersedes Bluesuiter's Digest 01-07, July 2001